

## Case study assignment: APPLE

### 1. Objectives of the case work

- to understand the background of the mobile phone industry;
- to understand the challenges that foreign manufacturers face upon entering the Indian market;
- to contrast and assess the role of different internationalization motives in international expansion;
- to analyze the viability of the channel and pricing strategies adopted in foreign market expansion.

### 2. Assignment questions

1. Please, examine the growth drivers of the Indian mobile phone industry;
2. Analyze and contrast the role of different internationalization motives for Apple's Indian expansion;
3. Define the target market for Apple in India and assess its attractiveness;
4. Analyze challenges of entering a foreign market where the company was present through a third party and develop an expansion strategy for Apple in India;
5. Develop a pricing strategy to cater to the defined target market in India. Then advice on aligning the company's existing pricing strategy with the one in India. Provide strong argumentation and factual support for all recommendation you make.

### 3. Analysis

Begin your case study analysis with examination of the mobile phone industry in India – what are the key supply- and demand-side trends in the industry, who are the leading manufacturers of mobile phones in India, what are the categories of products offered by the key players. To understand the background of Indian mobile phone industry you could use Michael E. Porter's "Five Forces Model". After the analysis of growth drivers for the industry in India, compare and analyze Apple's strengths and weaknesses with those of the competition.

Then, identify and define the target market for Apple in India: who are the target customers, what are their common characteristics. Assess the development stage of the market: is the market at the emerging or mature stage (think from the perspective of local laws and regulations, the political environment, infrastructure, and supply chains). Identify the company's objectives and criteria for accomplishing them in the target market. Take into account, analyze and contrast the role of the different internationalization motives for Apple in India.

Then, analyze the challenges of entering a foreign market where the company was present through a third party and develop an expansion strategy for Apple in India. Provide your recommendations for pricing and distribution channel options and/or their composition for Apple in India over time.

Finally, analyze whether Apple should retain its premium status and pricing strategy or adjust its prices to appeal to Indian consumers?

**To facilitate your analysis, you could use the following reading material:**

Keegan, Warren, J., & Green, M.C. *Global Marketing*. Harlow: Pearson Education. 7<sup>th</sup> or later editions. (see also other “Global Marketing” textbook options in Aalto Primo library)

Bayer, J. & Taillard, M. (2013) A new framework for customer segmentation, Harvard Business Review. <https://hbr.org/2013/06/a-new-framework-for-customer-s>

Khanna, T., Palepu, K.G., & Sinha, J. (2005) Strategies that fit emerging markets, Harvard Business Review. <https://hbr.org/2005/06/strategies-that-fit-emerging-markets>

#### **4. Group case study report**

Your group case study report needs to consist of three parts: (1) Introduction, (2) Analysis, and (3) Solution. In the introduction, describe the case in brief, provide a description of broader economic and industrial context the case takes place in, and outline the objectives and structure of your analysis. In the analysis, follow the steps guided by the *Assignment Questions* provided in section 2. In the solution chapter, provide managerial recommendations and conclusions driven by your in-depth case analysis.

The length of the report should not exceed 5 pages (font 12, line spacing 1,0, reference style APA). The report is due by midnight on **26 November 2023 (Sunday)** and should be submitted only once by any of the group representatives through MyCourses.

#### **5. Group case study presentation**

The results of your group case study analysis are going to be presented in the class on **30 November 2023 (Thursday)**. You will have 20 minutes to present your work. The structure of the presentation could be the following: (1) Summary of the case, (2) Analysis, (3) Solution.

The discussion of the case is going to be facilitated by a group of opponents, i.e. another case study team assigned by the course instructors.